



MARYLAND DEPARTMENT OF AGRICULTURE

SPAY AND NEUTER GRANTS PROGRAM GUIDELINES

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Spay and Neuter Grants Program Guidelines (2015)

PROGRAM OVERVIEW

The Maryland Department of Agriculture (MDA) is offering grants pursuant to MD. AGRICULTURE Code Ann. § [2-1602](#) (2013)

The purpose of the fund is to reduce animal shelter overpopulation and cat and dog euthanasia in Maryland shelters.

BASIC GUIDELINES FOR ALL GRANT APPLICANTS

There are 2 categories of grant applications: Pet-Focused Projects and Feral Cat-Focused Projects. Qualified applicants may apply for one or both types, but must submit separate category-appropriate application forms. Pet-Focused and Feral Cat-Focused projects may not be presented in the same application form.

The following information (under the **GOLD** banners) applies to all applicants regardless of under which category a project is being proposed. Category-specific guidance follows this general guidance with Pet-focused Application guidance beginning on page 13 and Feral Cat-focused Application guidance beginning on page 21.

Please read the information following before proceeding to the category specific guidance.

● ELIGIBILITY AND FUNDING CRITERIA AND REQUIREMENTS

- Municipal or county governments or non-profit animal welfare organizations with tax exempt status under 501 (c)(3) are eligible to apply to facilitate and promote the provision of spay and neuter services for cats and dogs.
- A competitive grant proposal (quoting Agriculture Article, §2-1602, Annotated Code of Maryland):
 1. Shall target low-income communities and populations to the maximum extent possible and detail how that goal is to be accomplished;
 2. May target feral cat populations if the department determines that this targeting does not violate local law.
 3. Shall efficiently and effectively facilitate and promote and increase the provision of spay and neuter services for cats and dogs; and

4. May include public education and outreach components.

- Grant projects must meet the purpose of the Fund. Grant projects that most effectively and efficiently facilitate, promote and increase spay and neuter services for cats and dogs in Maryland will be given priority.
- Applicants must comply with all other statutory and regulatory requirements pertaining to the Spay/Neuter grant program. Applicants should familiarize themselves with those provisions of the Maryland Code. [Program Regulations](#)
- The Applicant and personnel who will work on the project must have the qualifications and resources (reflected in the application) necessary to perform and complete the work proposed in the application.
- Applicants must complete and submit the grant application, with any required attachments as specified in these Guidelines and on the application forms, by close of business (5:00 PM EST) on or before the posted grant deadline as it appears on the Request for Proposals (RFP) and on the MDA website ([Spay and Neuter Grants Program webpage](#)).
- Applicants must only propose projects that result in a net increase in spay and neuter procedures from the level of service they normally provide or accomplish. These funds cannot be used to maintain the organization's status quo or replace other funds.
- For the purposes of this Program, "feral" shall include any unowned cat. Such projects must also: not occur on or immediately adjacent to lands managed by Department of Natural Resources or Maryland Park Service (unless signed consent is received), must not occur in areas with sensitive species or habitat, must have landowners, authorized representative or legal tenants signed consent, and must include other Best Management Practices outlined in these Guidelines to ensure responsible and effective project execution and results.
- Applicants and their organizations must have no history of violations or fines with Maryland Animal Control authorities and any history of violations may be a basis for denying funding, if not discussed with MDA or explained in the application form.

COMPLETING AND SUBMITTING AN APPLICATION

A Request for Proposals (RFP) and application forms will be posted online at [Spay and Neuter Grants Program webpage](#).

The applications are downloadable fillable WORD forms that must be filled out in full and submitted to MDA by close of business (5:00 PM EST) by the proposal deadline, as stated in the RFP. The completed application forms must be submitted in WORD format. Attachments may be in Word, PDF or other commonly supported formats.

Downloadable fillable WORD application forms are available on the MDA Spay and Neuter website ([Spay and Neuter Grants Program webpage](#)). Download the appropriate document and enter the information requested. Please be as concise as possible, but without sacrificing essential detail. Please check for spelling errors and missing information. Save your completed form to your computer.

In addition to the completed application form, all applicants must provide the following:

- Statements from the veterinarian(s) or clinic they propose to use, agreeing to hold to the cost per surgery as stated in the application for the duration of the project. A Price Assurance Form is available on the Spay and Neuter Grants Program Webpage.
- For non-government applicants: Copy of most recent 990 Form (if required) or other appropriate tax form confirming tax exempt status.
- Price quotes for large ticket expenditures (such as vehicles, medical equipment, etc.).
- Permission Form from property owner(s) (or authorized representatives) if project requires entering or working on private property (See Feral Cat-Focused Projects section starting on page 21). A Permission Form is available on the Spay and Neuter Grants Program webpage.

Applications are submitted by completing the application form and attaching the completed form, and any required additional pages or documents, to an email to mda.spayandneuter@maryland.gov. The time and date MDA receives this email will be considered the submittal date and time of the application. Applicants will receive a notice from the system confirming the receipt of the email with attachment. Applications submitted to any other email address, faxed or mailed WILL NOT be accepted. We recommend that you retain a copy of your sent email with the attachment in your email archive for your records.

Important Note: Once emailed and received by MDA, no changes or updates may be made to the application and no additional information may be added, except at the Department's request. Applicants may only request a submitted application be withdrawn.

This email address (mda.spayandneuter@maryland.gov) **must only be used to submit applications**, Quarterly Project Progress, and Final Project Fact Sheets and **not** for any other inquiries or correspondence. For any other Program-related correspondence, please contact jane.Mallory@maryland.gov or call Jane Mallory, Program Coordinator, Spay and Neuter Grants Program at (410) 841-5766. Any emails that are not application or report submittals sent to mda.spayandneuter@maryland.gov will not be answered or forwarded.

PROJECT BUDGET LIMITS

The **minimum grant** request that will be considered is **\$5,000**. Those with budgets that fall below this threshold are encouraged to partner with larger projects to address their needs.

There is not a maximum grant amount that may be requested at this time but please be aware that the overall program budget (which includes program operating expenses) is limited

and MDA will strive to fund those projects that can most efficiently and effectively achieve the purposes of the program. The Request for Proposal (RFP) will include program budget information so that applicants may factor this in as they formulate their own project budget requests.

BUDGET REQUIREMENTS

The Budget Line Item section is very important for both application types. It is crucial that you be prepared to demonstrate that each line item for which you are requesting funds relate to the overall purpose of the program: to spay and neuter cats and/or dogs. While some employ the “shotgun strategy” (i.e.: *Throw everything in and let the reviewers delete what they don’t like*), we do not recommend this. The Department of Agriculture and the Advisory Board will appreciate applications where the authors have made a thoughtful effort to limit line items to those expenses that relate to increasing spay and neuter and reducing intake and euthanasia.

All budget items must be listed in detail in the application form. Vaguely written items (for example: Misc. Materials- \$1,000 or Personnel time- \$5,000) will not be considered, and be red-lined during the review process.

Here is one example of the **acceptable level of detail** for budget line items.

TYPE	DESCRIPTION	COST
Materials/supplies	Rabies vaccines \$2.50 each for approx. 330 animals	\$825.00
Equipment	1 surgical table, \$1,200 (Acme Supply Inc) (quote attached)	\$1,200.00
Personnel	A veterinarian for large dog spays/neuters. Estimated 60 dogs; 30 female @ \$100 each and 30 male @ \$90 each. This includes administering pre-op exam, bloodwork & rabies vaccine.	\$8,700.00
Personnel	Clinic Assistant for additional Surgery Procedures, Administrative, and Outreach 16 hrs week-39 weeks-\$10 hr +FICA+ workers compensation	\$6,924.86

Note: the amounts and items in the above are for example purposes only and do not necessarily reflect item and actual costs.

Example of **unacceptable** format:

TYPE	DESCRIPTION	COST
Materials/supplies	A truck for transport	\$15,000.00
Promotional/Outreach Items	Flyers and other materials	\$200.00
Personnel	Clinic Assistant time	\$5,000.00

Large Ticket Items: A price quote for any large ticket items (capital expenditures such as vehicles, trailers, large or costly equipment, etc.) must be included. The vendor quote needs to be provided as an attachment to the application at the time of application submittal. When listing these items, describe in full detail.

Rabies Vaccine: All budgets must include the cost of rabies vaccine for each animal (if not already current on rabies vaccinations). This must be capped at \$5.00/dose.

No Co-Pays Allowed: Requiring a co-pay from the pet owner or animal caretaker is not permitted for projects funded by this program. The cost of surgeries must be all inclusive

(materials, rabies vaccine and required pre and post operative medicines related to the procedure). Be sure to keep this in mind when developing budget line items and calculating your cost/animal information in the Expected Outcomes section.

Requiring Other Procedures Is Not Allowed: Providing the spay/neuter services paid for under this program cannot be contingent on a pet owner or animal caretaker purchasing other services not directly related to spay/neuter procedure. Applicants can budget for a contingency fund that will cover emergencies encountered during the spay/neuter procedure.

SOME COMMON ALLOWABLE AND PROHIBITED EXPENSES

The following is a list of allowable expenses. If you have an expense that is not listed here it does not necessarily mean it is prohibited. Please contact the Program Coordinator to discuss if you are unsure.

Special Training*: MDA requires any recipient of grant funds to meet all standards of care set forth by the Maryland Board of Veterinary Medical Examiners for the practice of veterinary medicine in the State of Maryland ([*Maryland Standards and Practices*](#)). We strongly support training for individuals that further elevate capabilities in spay/neuter techniques for High-Quality High-Volume Spay/Neuter (HQHVSN) operations. Special consideration may be given to grant applicants who have this specialized training or are proposing for this specialized training. Likewise training in the proper and safe application of non-surgical zinc neutering (such as neutering with Zeuterin™ injectable solution) is also allowable. Funding requests may include the following types of costs: expenses associated with travel, lodging, and course costs in these techniques. This should be detailed in budget line items as to who would attend, where, what program will be attended and cost per person per day.

High Quality High-Volume Spay/Neuter (HQHVSN) Operations Expenses*: This covers costs associated with the implementation, expansion and sustainability of HQHVSN.

Rabies vaccination: For all dogs and cats undergoing sterilization through the grant program, without proof of current rabies vaccination status, a rabies vaccination is required. Offering free pre-operative rabies vaccinations can serve as an incentive for the public to bring their pets in for altering. Be sure to factor this into your budget. This is capped at \$5.00/dose.

Other medications: MDA expects all grant recipients to meet the Maryland Board of Veterinary Medical Examiners minimum standards of care for spay and neuter surgical procedures and care of animals altered under the program. Therefore we recommend that you budget for any equipment or medicine, including post operative pain medicine, as the attending veterinarian deems appropriate for a spay/neuter service.

Other procedures due to complications during sterilization procedure: If in the course of a sterilization procedure, complications arise that necessitate additional medical treatment, and then program funds may be used to cover that cost. However, if the need for additional treatment is not related to a complication arising during the sterilization procedure, then this is not a cost that may be covered by program funds.

You may propose a contingency fund to cover complications during surgery or build this into the average cost/animal.

Transportation and travel: This includes any transportation cost (such as gas, mileage) of equipment or personnel to the target area venue. Mileage rate is 56¢/mile. This mileage reimbursement rate is intended to cover the costs of operating a car or other vehicle for project purposes. The costs that are covered by the standard mileage rate are standard maintenance, repairs, taxes, gas, insurance, and registration fees.

This may also include any travel or transportation related to proposed training.

Please Consider- Because travel to/from appointments is often challenging for many people and can affect a pet owner or animal caretaker's ability and decision to get their animals altered, we highly encourage applicants to include a travel assistance element to their project and budget.

Capital expenses*: You must make a case that the capital expense will aid in increasing the number of spays and neuter procedures and the number of altered animals in Maryland, and that it will have a lasting benefit beyond the term of the grant. These may include (but are not limited to):

- Surgical and medical equipment with a useful life extending beyond the grant cycle.
- Trailer for mobile MASH unit.
- Vehicle to transport pets and owners to clinic (purchase, rent or lease).
- Additional space to increase capacity.

Equipment and supplies purchases: This covers those medical and non medical items that are either durable or exhaustible and that directly result in an increase in the number of spay/neuter procedures and a decrease in the costs of such procedures beyond the grant term. This can include medical packs, crates, traps, food, carriers, e-collars, temporary i.d. collars/tags, warming blankets, etc.

New technical staff or other personnel: This expense must be for personnel to increase capacity for effective and efficient spay and neuter procedures. Examples include: outreach coordinators, additional vet technicians, veterinarians, drivers, etc. This is only intended to increase staff, not replace existing personnel and this must relate to increasing the number of spay and neutering procedures and altered animals by the applicant.

Maintenance cost: If you have proposed the purchase or lease of a mobile clinic, trailer, or vehicle, any maintenance cost associated with the vehicle may be covered for the duration of the grant period.

Marketing/Outreach and any deliverable costs: This may include printing and distribution of outreach material, and other expenses related to outreach to the target community or population.

Any deliverable production costs: Should you propose any deliverables as part of your project (such as photos, reports [in addition to those required], Best Management Practices, Guides, etc.), the cost of production and printing may be a budget item.

** For projects that seek funding primarily for clinic startup or training, MDA recommends that applicants also include a commitment (and required budget) to do a set number of no-cost spay/neuter surgeries during the period of performance of the grant.*

Projects that focus on primarily on clinic start up, expansion or training should use the Pet-Focused Application Form.

POSSIBLY PROHIBITED EXPENSES

The program has limited annual funds, with a goal to fund projects that spay and neuter as many animals as possible. The following are examples of items that, while we see the value, we feel often do not directly relate to spay/neuter and therefore may not be considered. If you have an item on your budget that you feel strongly will directly impact the effectiveness of your project, you should be prepared to justify that expense.

Expenses that may not be allowed:

- Office equipment and supplies,
- Name tags and uniforms,
- Giveaways (such as promotional items other than pamphlets, postcards and other educational materials),
- Flea treatments, de-worming, ear-cleaning, bathing, and microchipping*,
- Web design and hosting,
- Professional photography,
- Vaccines and tests (other than rabies vaccine, which is an allowing expense), and
- County pet licenses. It is important for government applicants to note this and find alternative funding for licensing.

Applicants who wish to have these items as part of their project should fund them through their own operating expense or look for partners to donate these items or services. The applicant is encouraged to list such items in the “Cost-Sharing and In-kind Contributions” section of the application.

*If the Applicant is requesting funding for use of competitively priced “surgical packages” that include non-covered items (such as other vaccines, flea treatments, de-worming, etc. but at a reduced rate comparable or lower than many strictly spay/neuter surgeries offered by others), the applicant should either discuss if the non-covered items are optional and if the package price would be reduced if these items were removed. Applicants proposing to use a surgical package should describe everything that this package includes and be prepared to confirm that this option is cheaper than an “a la carte” option.

TARGET AREA AND TARGET NUMBERS

Target Areas

Whether an application is focusing on pets or feral cats, target areas should be as specific and as focused as possible. A target area should be a realistic and doable size. For pet projects: a neighborhood, zip code, housing block, etc. For feral cat projects: a specific colony or colonies or pinpointed geographical area. Proposing to target an entire city, county or whole portions of the state may be perceived as overly ambitious. Large target areas also make it difficult for the applicant and MDA to predict and evaluate impact to shelters and their intake/euthanasia numbers.

Applicants should also remember that this program is a multi-year program and there will be more opportunities to apply for funding to cover other areas. *Not every target site must be done at once.*

Target Numbers

MDA expects applicants to choose their target number (i.e. the number of animals to be altered with the project funds) with care and should relate this to how many unaltered animals are in the target area before their project. Applicants should discuss the method by which they estimated the number of unaltered animals living in the target area (either by using of proven formulas detailed in the specific guidance below or by direct knowledge, such as feral cat colony size, etc).

Applicants should discuss to the extent possible, the animal demographics of their target area and specify what percentage of the unaltered animals in their target area the applicant proposes to alter. While it is expected that the applicant be as accurate as possible, MDA understands that once a project begins, the actual conditions in the field may differ from what was anticipated when using a formula to estimate numbers. If a project is funded and then needs to change or expand its target area to achieve the target number of animals, this is possible through coordination with and permission from MDA to revise the parameters of the target area with a MDA-approved change of scope request.

Target number should reflect a “Net Increase” of altered animals from what the applying organization normally would perform (see Page 5 of the *Q and A and Project Examples* document posted on the Program webpage for more clarification).

Cost Per Animal

In the “Expected Outcomes” section of both application forms, applicants are requested to not only list how many animals they expect to alter with the funds requested, but also present the cost per animal. This cost should be all inclusive.

For example for those who show veterinarian/vet technician time, surgical supplies, and medicines as separate budget line items, the cost is derived by adding those budget line items

that directly pertain to surgeries (the surgical materials, medicines and veterinarian/technician time) and dividing by the number of animals to be altered.

If an applicant is proposing the use of a low-cost, all inclusive surgical packages offered by a clinic or veterinarian (which includes personnel time, materials, and medicines, etc.) this cost would be the cost/animal.

REVIEW AND NOTIFICATION PROCESS

The grant review process from the submittal deadline to notification of approval is usually completed within 60 days. During this time, MDA conducts a Due Diligence check on all applicants to confirm eligibility, tax status, good standing of project veterinarians with MDA Vet Board, and good standing of applicant with local animal control agencies. The Advisory Board reviews and evaluates each grant application **competitively**; with focus on how well program requirements and goals are addressed, potential beneficial impact, applicant experience, and cost effectiveness of the proposed effort. The Advisory Board then submits their recommendations for funding to the Secretary of Agriculture. The Secretary has final approval on all applications.

Awards go to proposals that most effectively meet the purpose of the Fund and best meet grant criteria under this competitive grant program. Funded grant amounts may differ from requested amounts. If changes in funded amounts are required, MDA coordinates any changes with the Primary Point of Contact (POC) listed on the application prior to finalizing the grant agreement.

All applicants (both approved for funding and turned down for funding) are notified by email to the Primary Point of Contact listed on the applications. Notifications are sent as promptly as possible after the final funding decision approval by the Secretary.

The Department sends out grant agreements to grant recipients within 30 business days following approval. The Department will notify the recipients by emails when the Grant Agreements have been mailed out. Grant recipients must return their signed agreements to the Department within 30 business days after this notification. Recipients should not commit any funds until the grant agreement is signed, returned to MDA, finalized by MDA, and receive their signed copy back.

Warning: If the grant agreement is not returned to MDA within the 30 business day time allotment, MDA may choose to withdraw the grant offer and reallocate the funds.

It is highly recommended that prior to any award, all applicants review the Grant Agreement example that appends the posted RFP and make sure their organization's officers (including any legal staff) are aware of the requirements within the Grant Agreement and the 30 business day limit for signing and returning to the Department.

SOME COMMON REASONS AN APPLICATION MAY BE TURNED DOWN

Applicants should keep in mind that **this is a competitive grants program** with limited annual budgets. Unfortunately for this reason it is quite possible that good applications could still be turned down simply due to stiff competition and lack of funds.

The following contains examples of other reasons why an application may be turned down.

- Incomplete Application: All fields should be filled in. If a field is not applicable, the applicant should indicate this in that field with an “N/A”.
- Incorrect Format: All application forms must be returned to MDA in WORD format and use the correct application form. (Attachments can be in other common formats.)
- Ineligible Applicant: Applicants must be registered with the IRS as a 501 (c) (3) or be a Maryland government agency or department.
- Fines and Violations: Applicants with a history of violations with local Animal Control Agencies may be considered ineligible. The applicant with such a history failed to provide clarification to the Advisory Board of any past violations.
- Lack of Clarity or Details: Request does not state a specific purpose or does not provide adequate explanation or information.
- Limited Resources/Budgetary Constraints: Grant budget for the proposed project is inadequate to accommodate the request; application does not establish ability of applicant to complete the project as proposed.
- Request Does Not Meet RFP requirements and program guidelines.
- Other Concerns/Poorly Presented: Application is vague or incomprehensible, contains excessive errors or other indications that do not meet standards of eligibility for grant funding. Putting information in the wrong section of the application hinders the review process.
- Applicant does not clearly demonstrate that the funds would be used to increase their capacity (i.e.: represents a net increase in what they normally do) above the level at which the currently operate.
- Poorly described and justified budget items.
- Failed to demonstrate attempt to correlate their project with intake and euthanasia data from the county shelter.
- Failed to indicate how many surgeries would be done with the grant funds and what the cost per animal would be.
- Poor performance on previously funded projects (such as late reporting, unresponsive to communication requests from MDA, unapproved changes in project scope and expenditures of funds, etc.).
- The proposal duplicates an existing effort.
- Outside Geographic Operating Area: The geographic area for which grant funds are requested does not fall within state of Maryland.
- Failed to demonstrate that they considered MDA's recommendations on any turndown notice for previous applications.

**SEE THE Q&A AND EXAMPLES DOCUMENT FOR MORE GUIDANCE, HELPFUL WEB LINKS
AND PROJECT IDEAS: [*Spay and Neuter Grants Program webpage*](#)**

The following pages provide guidance tailored to the two types of applications accepted: Pet-Focused Projects and Feral Cat-Focused Projects.



PET-FOCUSED PROJECT GUIDANCE

The following information (under the **GREEN** banners) is guidance to those applicants who are proposing projects that focus solely on pet cats or dogs owned by low income Marylanders or that are predominantly focused on clinic startup, expansion, or training. (Those proposing Feral Cat-Focused projects should scroll down to the next Guidance detailed under **BLUE** banners starting on page 21.)

APPLICATION GUIDANCE

The following provides guidance on how the applicant might address selected application sections in the Pet-Focused Application form. The applicant should also carefully review the General Guidance above (under the **GOLD** banners) for more helpful information, especially with regards to budgets, prohibitions and requirements.

C-1: PERIOD OF PERFORMANCE

THE PERIOD OF PERFORMANCE section should be list the month/year of the start and completion date of the proposed project. You should keep in mind that after the application due date, there may be one to 3 months before awards are made and agreements sent and signed, so you should choose your start and end date with this in mind.

Projects do not necessarily have to be limited to one year; multiyear projects will be considered.

C-2: PROJECT DESCRIPTION

THE PROJECT DESCRIPTION section should consist of several well-crafted paragraphs that concisely describe what you plan to do, where, and why. It may be helpful to equate this section to the abstract of an article (where the “article” is a compilation of the Detailed Work Plan, Target Area and Expected Outcomes sections).

It should identify the county in which the proposed project will service and what shelter(s) the project will likely impact. This should be based on data collected from shelter staff and from discussions with shelter and animal control staff.

Here is an example of a well-crafted “Project Description” from a previous application*:

ABC Animal Rescue (ABC) is proposing a multi-year project to reduce the number of homeless and unwanted animals turned into the Anne Arundel Animal Control facility and other shelters in Anne Arundel County MD. This goal will be accomplished through an aggressive, targeted campaign to spay/neuter animals belonging to individuals and families in four targeted areas

of Anne Arundel County that have high owner surrender rates and the majority of the residents are on some form of public assistance. Statistically, the higher the poverty rate in a given area, the less likely those pets will be spayed or neutered.

This grant would fund the actual cost of the spay/neuter surgeries (and rabies vaccine) for the pets and a transportation component to bring the animals from the targeted neighborhood to ABC's spay/neuter clinic, and then return to the neighborhood after surgery. We plan to spay/neuter 400 cats and 100 dogs throughout 2015 using funds from this grant.

**Actual organization's name has been change in this example. This does not necessarily represent a length limit. You may require more space. This is to just illustrate how one might present their project.*

C-3: EXPECTED OUTCOMES

THE EXPECTED OUTCOMES AND PROJECT IMPACTS section is one of the most important as this is a way to measure the success of your project at the completion and how your project helps meet the goal of the program: to reduce intake and euthanasia in Maryland shelters. It is important that each objective have a specific outcome that can be quantified.

In the first part of this section in the spaces indicated, applicants must list how many cats and how many dogs will be altered using the project funds. This needs to be presented in this format:

Example: 500 cats spayed @\$X/cat 500 cats neutered @\$X/cat
 100 dogs spayed @\$X/dog 50 dogs neutered @\$X/dog

The cost per animal should include all costs, including medication, supplies, and veterinarian/veterinarian technician time per animal. If you are targeting both cats and dogs and cannot anticipate how many of each sex you will alter, you can assume that 50 percent will be male and 50 percent will be female.

The number of animals proposed to be altered must represent a “net increase” to what the applying organization normally achieves (see page 5 of *Q and A and Project Examples* document on the Program webpage for further clarification).

For Project Impacts, applicants should explain how the project meets the purpose of the Fund, which is to reduce intake and euthanasia in shelters. Applicants should cite which specific counties and shelter(s) will directly benefit from their project and to the best of their abilities, to what extent. Applicants should discuss current intake and euthanasia in the facilities in their project area based on the most recent shelter data, their coordination (or attempts to coordinate) with local shelters and animal control agencies to confirm that their target area is a source of intake for the shelter and the project is expected to beneficially impact shelter numbers.

SHELTER DATA: Shelter data is public information and should be available from shelters on request. Quarterly shelter data is also collected by MDA. If you are having difficulties obtaining the quarterly statistics you need, you can make a request to MDA by sending an email to Jane Mallory, Spay and Neuter Grants Program Coordinator at jane.mallory@maryland.gov. In the request you must specify for what facility and time period you wish the data to cover. **Please keep in mind, MDA does not have data on specific locations that are sources of intake for shelters.** This information must come from the shelters themselves or other knowledgeable organizations.

Here is an example excerpt from a well-crafted “Expected Outcomes” section from a previous application:

...During our Spay campaign, we expect to increase the number of altered animals in the State of Maryland by 365 – 219 dogs and 146 cats. We anticipate our marketing of this campaign will produce a long-term effect of educating the public on the benefits of spaying and neutering pets. We predict at least a two percent reduction in our Shelter's animal intake of dogs and cats as well as at least a two percent reduction in euthanasia....

C-4: PARTNERING

THE PARTNERING section should include information on any organization(s) that will be contributing to this specific effort and is either receiving some of the grant funds awarded to the primary applicant or donating funds or services for this project. This section should summarize what tasks the partnering organization will perform under this project (with more detail on these tasks provided in the Work Plan Section). Any donated funds or services should also be quantified in the Cost Sharing and In-Kind Contributions section.

This section should also include the names of the veterinarians and/or clinics that will provide the surgeries. Applicants also need to provide confirmation from the veterinarians that the price per surgery will not change over the course of the project's period of performance. (See the Program webpage for the Price Assurance form).

Here is an example excerpt from a well-written “Partnering” section from a previous application*:

The ABC Animal Rescue is dedicated to saving the lives of animals in the community and their newly-built adoption center adopts out more than 3,000 needy and unwanted pets each year. Their Spay and Neuter Clinic performs between 8,000-9,000 surgeries each year and they are a referral resource for residents throughout the state searching for spay/neuter services. Other lifesaving programs include a foster program that cares for young and injured pets that need time to grow and heal in a home setting. Their clinic provides care for over 5,000 pets in the community every year. Training classes are offered to help keep pets in homes and out of shelters and volunteers visit area schools each year to teach kindness to animals to children. The ABC Animal Rescue will be providing cat spay/neuter surgery vouchers to low income residents, performing all the cat spay/neuter surgeries, plus will house the Spay/Neuter Outreach Coordinator in an office on their campus since the local animal shelter lacks available office space.

Since both the local animal shelter and ABC Animal Rescue will be performing all spay/neuter surgeries and vaccinations in their respective facilities, we both can guarantee that the cost per animal will not increase during the grant period of \$125 for dogs (including rabies) and \$50 for cats (including rabies). There are no upcharges for weight, if in heat, pregnant, etc.

**Actual organization's name has been changed in this example.*

C-5: TARGET AREA

THE TARGET AREA section should identify the county in which the project will occur and the shelter(s) that will benefit from the proposed project. This section should also pinpoint the specific area (such as by zip code(s), census tract(s), street(s), neighborhood(s), or other geographical indicator) where the project will take place. Although a map is not required, we suggest you consider including a map as this can often help with the review process and can strengthen an application.

We highly recommend that applicants focus their target area(s) and not attempt too large an area at one time. That is, it is better to target a location within a city or town, than a whole county. If you propose to target more than one more location, neighborhood, or city, you should demonstrate that you have the expertise, personnel and ability to be successful and impact intake and euthanasia rates in shelters that service those target areas.

This section should include an assessment of the targeted area and/or population, including existing services and needs. This assessment should include a brief discussion of what shelter(s) commonly receive animals from this area, other animal welfare organizations (and the services they provide) in the area, as well as any efforts to collaborate. Examples of what might be included in this assessment include, but are not limited to: demographics, households, numbers of pets, shelter intake data, resources for pets (veterinary clinics, pet stores, animal shelters, etc.), and community partners. Please see the *Q and A and Project Examples* document for more helpful information.

It is also highly recommended that applicants review The Humane Society of the United States' Pets for Life Community Outreach Toolkit. This is an excellent resource with a tool specially for conducting a community assessment ([Pets for Life Toolkit](#)).

Here is an example excerpt from a well-crafted "Target Area" section from a previous application*:

...The Area of Focus for ABC Animal Rescue will be the zip code 21205 in Northeast Baltimore City, starting in the neighborhood, McElderry Park. Map attached. A community assessment (working document) consisting of data collection of the following metrics was conducted and continues to be updated with new information as we get to know our neighborhoods from the street level.

The zip code statistics for 21205 (2010 US Census) are as follows:

- > Population: 16,146 | AA: 72%*
- > Number of Households: 7,293*
- > Average HHI: \$25,369*
- > % renters: 59%*
- > People living below poverty: 34.7%*
- > High school grads: 58% | Bachelor's degree plus: 6%*
- > Estimated # of HH with Dogs: 3,355 | Owned Cats: 2,844*
- > Estimated # of Dogs: 5,703 | Owned Cats: 6,257*
- > Estimated # of Unaltered Dogs: 4,563 | Owned Cats: 5,006*

The estimated number of households with dogs and cats is based on a national average that likely does not currently count under-served neighborhoods. In many Pets for Life neighborhoods this "pets per household" number is slightly to very much higher on average. Until we have sufficient analysis of the data we will use the national numbers of 46% have dogs and

39% have cats and estimate an average of 1.7 dogs per household with dogs and 2.2 cats per household with cats in the estimates above. Based on PFL findings, we estimate that at least 80% are currently unaltered and have not had vaccinations. Of those unaltered, we estimate over 70% have not been seen by a veterinarian. Please see Pets for Life 2014 data report attached for program reporting, a resource used in ABC Animal Rescue planning...

**Actual organization's name has been changed in this example.*

C-6: DETAILED WORK PLAN

THE DETAILED WORK PLAN section should list activities and/or tasks and the sequence that will be performed to accomplish the objectives of the project. Clearly state who will be conducting the work described, including appropriate timelines for the project and expected date(s) of completion. Use of bulleted statements where possible should save text and provide clarity.

Here is an example of a good “Work Plan” section from a previous application*:

- 10/1/2014—based on grant award, determine number of surgeries and adjust current surgery schedules—Exec Director, Vet Assistant-Clinic—Vets
- 10/1/2014—hire part-time person and edit existing clinic brochures and develop marketing material for distribution, including press release and social media releases—Exec Director and P/T person
- 10/10/2014—start accepting appointments based on grant award—admin staff
- 10/30/2014-6/30-2015—PT person to make contacts within each targeted area and attend meetings, community events, ensure flyers, posters, and electronic information is kept up to date—PT person and Exec Director
- 10/30/2014-6/30-2015—PT person to handle special administrative functions such as scheduling/verification of financial need, transportation coordination
- 10/30/2014-6/30-2015—PT person to assist in clinic area to facilitate additional surgery appointments—perform duties to clean kennels, surgical instruments, etc. to avoid need to purchase additional capital supplies or equipment to handle additional surgical schedule
- 6/30/2014—Exec Director to provide final media releases of program success

Monthly Progress Meeting with Executive Director and support staff to review outreach and program goals

Quarterly Press Releases to show program successes

Weekly Meetings with PT Coordinator and Customer Service Supervisor/Animal Care Manager to review scheduling and transportation needs

**Actual names have been removed from this example.*

C-7: OUTREACH PLAN

THE OUTREACH PLAN section should state how the applicant plans to reach the targeted low income community or individuals to fulfill the project. This could include details about how the applicant will educate the community about the need for spay/neuter, communicate with individuals who have expressed interest, follow-up to ensure the individual keeps his/her scheduled appointment for spay or neuter, handle transportation for those who need it, etc.

This can also include plans for reaching out and coordinating with local animal control and shelters in your target area for concurrence that your project will be of benefit to them and for their endorsement and cooperation should your project be funded.

The Pets for Life Community Outreach Toolkit ([*Pets for Life Toolkit*](#)) can provide valuable information when developing an outreach plan.

Here is an example excerpt from a much longer and comprehensive “Outreach Plan” section from a previous application*:

...The ABC Animal Rescue Grant Committee will reach out to at need pet owners in Greenbelt, College Park, Berwyn Heights, and New Carrollton, and the zip code areas of 20705, 20737, 20740, 20770, 20781, 20783 and 20784 through printed educational materials and flyers, a dedicated website, and publicity in local newspapers and on radio and TV stations. Outreach and education will also be made through presence at area special events and through coordination with social service agencies and leasing/rental offices of residential and apartment communities. Outreach materials will be provided in English and Spanish.

- Website: There will be a dedicated website for the Spay/Neuter Voucher Program*
- Outreach Committee will collaborate on the design of print publicity materials and “giveaways” for events, coordinate the issuance of press releases to local media, recruit volunteers and distribute posters and flyers throughout the target area.*
- Local high schools will be asked to solicit student volunteers as part of the required community service project. Printed materials, press releases, and personal contacts will play a vital role in getting the word out about the program.*
- A bilingual poster/flyer will be mass printed*
- A trifold educational brochure summarizing the importance of spaying and neutering in stemming pet overpopulation and giving details about the program will be published in both English and Spanish. Outreach materials will discuss the benefits of spaying/neutering along some of the guidelines provided by the American Society for the Prevention of Cruelty to Animals(ASPCA) in its Top Ten Reasons to Spay/Neuter Your Pet*
- Volunteers will post flyers and posters on community bulletin boards, grocery and pet stores, local malls (such as Beltway Plaza), libraries, social services offices (such as the housing authority, welfare offices, the PG County Health Department, and Family Service Foundation in New Carrollton), food pantries, mobile health clinics, community, youth, and senior centers, as well as laundromats and apartment laundry facilities. Broad distribution of program materials will aid in educating the public about the program as well as pet overpopulation and the benefits of spay/neuter.*
- Flyers, posters and brochures will be distributed to rental offices of large apartment communities that permit pets...*

**Actual organization's name has been changed in this example.*

C-8: PROJECT SUPPORT

THE PROJECT SUPPORT section should document how the applicant has made an effort to coordinate with Animal Control (and others) to gain support for their project.

It is recommended that applicants coordinate with Animal Control Agencies and shelters, and others as appropriate for their endorsement and concurrence that the proposed project would be helpful in reducing intake and euthanasia numbers.

Ways to demonstrate support may include providing with the application:

- Letter from animal control agency servicing the project area
- Support from county/city council

- Letters from other organizations, community groups, etc.

C-9: KEY PERSONNEL

KEY PERSONNEL section should very briefly identify the project personnel and their role. This section need not contain lengthy biographical information.

Here are some examples of a concise “Key Personnel” section from previous applications:

- *Xxx X. Xxxx, Executive Director-overall administration of project and support for outreach*
- *PT-Clinic Assistant-outreach to target population, scheduling and transportation for grant recipients, intake and discharge of additional scheduled animals, assistance in clinic to facilitate additional surgical load-animal pre-post surgery observation, cleaning of kennels, equipment, and surgical items*
- *Xxxx Xxxx, Animal Care Manager-supervise care of animals in clinic and handle any discharge follow-ups*
- *Xxxx Xxxx, Clinic Vet Assistant-vet assistant during surgeries*
- *Dr .Xxx/Dr. Xxxx, DVM-vets performing surgery*
- *Xxxx Xxxx, Customer Service Supervisor-assist with outreach and supervise administrative functions and Scheduling*

Xxx Xxx (President) and Xxx Xxxx (Vice-President) will lead this project along with Xxxx Xxxx (Outreach Coordinator), writing all promotional materials and placing ads, articles, etc. Several volunteers will field the public inquiries and make the appointments. Dr. Xxxx Xxxx, our lead veterinarian, will oversee the medical aspects of these events.

**Actual names have been removed in this example.*

D: BUDGET LINE ITEMS

The Budget Line Items section specifies how the grant dollars are to be used and consist of an itemized list of expected expenditures. **It is important to be as clear as possible.** Lumping items using vague descriptions (such as “handout materials”, or “clinic supplies”, or “additional personnel”) is not acceptable, and vague budget items will be redlined and not considered, **nor will the Advisory Board seek clarification during the review process.** **It is up to the submitter to provide a level of detail in the application that leaves no question as to what the budget item is for.**

For equipment identify each piece of equipment and include quote from supplier. For supplies/materials identify each item type. For travel, include number of people, where traveling (to/from) mileage, airfare, hotel, meals, and incidentals. Please list any registration fees as separate line items.

For more details on Budgets, please see pages 4-8 under the **General Guidance** section above.

E: COST SHARING & IN-KIND CONTRIBUTIONS

COST SHARING & IN-KIND CONTRIBUTIONS section lists any support that will aid in the project that is donated by the applying organization or others. This can be real dollars or contributions of time, materials, services, or personnel.

Although not required, efforts to share expense and thereby making grant dollars go even further are appreciated and they are very good to note and quantify as best as possible.

Here are a few good examples of some cost sharing from previous applications:

- *Cost of wormer, Feline Leukemia, distemper shots, transportation, food and shelter during recovery-\$12,460*
- *Real dollar contribution to cover ancillary medical care not covered by the grant-\$5,000*
- *In-kind contribution in form of steeply discounted vet. Services-\$21,200*

F: DELIVERABLES

DELIVERABLES are any materials that will be produced for distribution for outreach or training. Deliverables, (this does NOT include quarterly reports and the final report which are mandatory for all grant recipients and therefore should not be listed) may include project specific vouchers, flyers, educational pamphlets, photos/images on CD, How-To documents, etc.

**SEE THE Q&A AND PROJECT EXAMPLES DOCUMENT FOR MORE GUIDANCE, HELPFUL
WEB LINKS AND PROJECT IDEAS: [Spay and Neuter Grants Program webpage](#)**



FERAL CAT-FOCUSED PROJECT GUIDANCE

The following information (under the **BLUE** banners) is guidance to those applicants who are proposing projects that focus solely on feral cats within Maryland. (Those proposing Pet-Focused projects should scroll up to the next Guidance detailed under **GREEN** banners starting on page 13.)

The Basics:

The Department considers any unowned cat to fall under the “feral” category and eligible to be spayed/neutered under this project type. A Feral Cat-Focused Project should advance the purpose of the program, which is to reduce animal shelter overpopulation and euthanasia rates. In the following sections, applicants should provide project specifics and data that support their assertions that their projects will work towards this goal. Applicants should avoid the use of vague or emotional language, or unsubstantiated claims. Clear, logical and to-the-point text is crucial.

Feral cat projects must not take place in those counties or municipalities where feral cat projects are prohibited by law. MDA contacted the county attorneys in each county for information on any prohibitions relating to feral cats. The responses are provided in the document: *Maryland County Laws Regarding Feral Cats* and is available on the program webpage.

Projects must not occur on or immediately adjacent to sensitive Department of Natural Resources (DNR) land, MD Park Service land, in or immediately adjacent to a protected habitat supporting sensitive species or sensitive resources, unless written consent is provided by a DNR or MD Park Service representative. Applicants may find the Merlin Online Interactive Map V 2.0 helpful in identifying protected areas (<http://www.mdmerlin.net/uses.asp>).

Applicants are asked to provide signed consent, employ efforts to re-home cats when possible and to employ the most responsible and effective methods possible. Further discussion of these requirements follows in these Guidelines.

MDA will only support those organizations that seek to ultimately decrease the populations of unowned cats. MDA will not support any individual or organization that intends to increase unowned cat populations or release more cats into the wild.

APPLICATION GUIDANCE

The following provides guidance on how the applicant might address selected application sections in the Feral Cat-Focused Application form. The applicant should also carefully review the General Guidance above (under the **GOLD** banners) for more helpful information, especially with regards to budgets, prohibitions and requirements.

C-1: PERIOD OF PERFORMANCE

THE PERIOD OF PERFORMANCE section should be list the month/year of the start and completion date of the proposed project. You should keep in mind that after the application due date, there may be one to 3 months before awards are made and agreements sent and signed, so you should choose your start and end date with this in mind.

Projects do not necessarily have to be limited to one year; multiyear projects will be considered.

C-2: PROJECT DESCRIPTION

THE PROJECT DESCRIPTION section should be well-crafted paragraphs that concisely describe what you plan to do, where, how, and why.

It should also identify the location where the proposed project will take place and what specific shelter(s) the project will likely beneficially impact. Make sure to state why this project is needed in this area, what you will do, how you will do this and what will be the specific benefit. (The step-by-step of what will be done should be saved for the Detailed Work Plan section.)

It may be helpful to think of this section similar to the Abstract of an article (with the “article” made up of the Methods and Strategy, Target Area Detailed Work Plan and Expected Results sections).

Here is an example of a “Project Description”*.

Based on coordination with local animal control, the estimates provided by the animal control and the city shelter indicate that approximately XX, XXX community cats occur within the city limits. Last year the city shelter took in X, XXX cats of which X,XXX had to be euthanized. Feral or un-owned cats make up 80% of the cats taken in by the shelter and almost 90% of the cats euthanized. Furthermore the city has had 5 incidences of rabies (3 raccoons and 2 cats) in the past year. This project seeks to reduce this number by offering no cost TNR services (capture, alter, transport and monitor) to several cat caretakers within the area bordered by Elm St, Main St, Birch Ave, and First St. Using the Petsmart Census formula, it is estimated that XXX un-owned cats live in this area. With permission from landowners and a team of trained volunteers, we will set traps each weekend over several months, arrange for spay/neuter (including ear tipping and vaccinations). We will evaluate each cat and explore re-homing potential. For those that cannot be re-homed, we will return the cats to the point of capture. A project coordinator will manage volunteers, engage with the community, and lead the education effort. Trained volunteers will oversee the complete TNR process and the cat caretakers will be trained and advised. We will partner with two local veterinarians who will be providing in-kind contributions in the form of substantially discounted TNR services. Our organization will also contribute the cost of other vaccines not covered by grant money. This Project should help reduce the shelter intake by at least 2 percent. It will also help reduce the risk of rabies spread, start to reduce the cat population in this area, begin to relieve the burden on the local caretakers and also reduce problematic behavior frequently displayed by unaltered cats.

**These are fictitious scenarios and numbers, and are intended to serve only as examples as to how one might possibly present the section.*

C-3: EXPECTED OUTCOMES

THE EXPECTED OUTCOMES section is one of the most important as this is a way to measure the success of your project at the completion and how your project helps meet the goal of the program: to reduce intake and euthanasia in Maryland shelters. It is important that each objective have a specific outcome that can be quantified.

In the first part of this section in the spaces indicated, applicants must list how many cats will be altered using the project funds. This needs to be presented in this format:

Example*: # of cats spayed: 200 Cost per cat: \$40/cat

The cost per animal should include all materials, medicines and veterinarian/veterinarian technician time. Please see “Cost per Animal” section on page 9 for more guidance.

Applicants should explain how the project meets the purpose of the Fund, which is to reduce intake and euthanasia in shelters. Applicants should cite which counties and shelter(s) will directly benefit from their project and to the best of their abilities, to what extent.

Applicants should discuss current intake and euthanasia in the facilities in their project area based on the most recent shelter data, their coordination (or attempts to coordinate) with local shelters and animal control agencies to confirm that their target area is a source of intake for the shelter and the project is expected to beneficially impact shelter numbers.

Organizations that conduct spay/neuter using other funds should provide a “net increase” in surgeries expected as a result of using funds from this grant. (See page 5 of *Q and A and Project Examples* document on the Program webpage for further clarification).

SHELTER DATA: Shelter data is public information and should be available from shelters on request. Quarterly shelter data is also collected by MDA. If you are having difficulties obtaining the quarterly statistics you need, you can make a request to MDA by sending an email to Jane Mallory, Spay and Neuter Grants Program Coordinator at Jane.Mallory@maryland.gov. In the request you must specify for what facility and time period you wish the data to cover. **Please keep in mind, MDA does not have data on specific locations that are sources of intake for shelters.** This information must come from the shelters themselves or other knowledgeable organizations.

In addition to detailing how many cats an applicant expects to alter with the requested funds (both target number and estimated percent of colony), the applicant should also discuss how long he/she estimates it would take to bring the colony to as close to 100% altered status as possible and how many seasons of subsequent funding to achieve this it might take.

Here is “Expected Outcomes: Project Impacts” example*:

This project will result in the altering and vaccination of approximately 80% of the cats that make up a colony located on the block of 5th and Elm, in the Any City. The Any County Animal shelter confirms that this area is one source of intake of unwanted and unadoptable cats in the city. It is estimated that reduction of this breeding population will eventually decrease the intake of cats to this shelter by as much as 2% and euthanasia in the shelter by 3% since many cats and

kittens come from this area. This will also have the immediate benefit of vaccinating cats that might otherwise contract and spread rabies to neighborhood pets, other urban wildlife, and people. This will also alleviate problem behavior by the cats that have been a source of concern by residents. We estimate that to achieve 99% altered status, it will take another year of TNR, with several seasons of monitoring.

**These are factitious scenarios and numbers, and are intended to serve only as examples as to how one might possibly present the section.*

C-4: PARTNERING

THE PARTNERING section should include information on any organization(s) that will be contributing to this specific effort and is either receiving some of the grant funds awarded to the primary applicant or donating services (donations should also be quantified in the Cost Sharing and In-Kind Contributions section). This section should summarize what tasks the partnering organization will perform under this project (with more detail on these tasks provided in the **Detailed Work Plan** section).

This section should also include the names of the veterinarians and/or clinics that will provide the surgeries. (Applicants also need to provide confirmation from the veterinarians that the price per surgery will not change over the course of the project's period of performance-See the Program webpage for the Price Assurance form).

C-5: TARGET AREA

THE TARGET AREA section should identify the location where the project will occur and the shelter(s) that will benefit from the proposed project. We require that you include a map indicating your target area.

For Colonies as Targets:

If specific known colonies are targeted, the applicant must pinpoint on a map the specific location(s) of the cat colony or colonies. The map should indicate what property or properties will be accessed by project personnel to perform project tasks (such as placing traps, returning traps and accessing these locations). The landowners, legal tenants, or authorized representatives of the properties in the target area where traps will be set, cats subsequently returned and where project personnel might have to enter to access these spots must give signed consent. A Permission Form is available on the Program webpage.

In addition to delineating the location of each colony, the applicant should describe to the best of their ability, each target colony or population as to general make up, number of cats, if this is a managed colony or not and identify the caretaker.

For Areas as Targets:

If an area is targeted (as opposed to a specific colony), the applicant should provide a community cat census for the area to estimate how many cats are in the area and from that information, how many cats need to be targeted to be effective and long-lasting.

Various formulas are proposed by different groups:

- PetSmart Charities – divide human population by 15
- HSUS – divide humane population by 10
- Levy & Crawford – divide human population by 6

Applicant should show an understanding of the need to estimate the numbers of cats in the area using one of these (or other) formulas.

Estimate should be adjusted to take local conditions into account, considering factors such as:

- More rural = lower the divider
- More urban = higher the divider
- Local experience of residents with existing populations
- Expertise of caregivers regarding cat populations
- Local animal control knowledge of existing cat populations
- Community complaints

They must also include an assessment that discusses shelter intake with regards to this location. Corroboration from shelter staff or animal control departments that this is a good target site should be sought.

Applicants may find helpful information at the PetSmart Charities website (<http://www.petSMARTcharities.org/pro/community-tnr-tactics-and-tools>).

C-6: PROJECT METHODS AND STRATEGY

PROJECT APPROACH AND STRATEGY section should describe the specific tact that the applicant will take both during the project and after the grant period has concluded to ensure the project results are long-lasting and that the most responsible methods are employed that safeguard the wellbeing of the cats but also other wildlife and the public.

To ensure maximum effectiveness, the applicant must demonstrate an understanding of the targeted approach and the need to fix a substantial percentage of the community cats in the target area – as close to 100% as possible. MDA realizes achieving close to 100% might take a multi-season effort.

The applicant must state what approximate percent of the population will be altered with these funds.

Methods:

The applicant should discuss how the project will be approached to maximize effectiveness. Describe the following:

- **Collecting transporting and short term care:** Any specific collection strategies (for example: trapping known females with litters first, mass trapping in a short period of time, transporting method, holding and recovery procedure, etc.).

- **Evaluating:** Assessing cats for adoptability and any re-homing possibilities for friendly adults and kittens before returning to site.
- **Re-homing:** Any re-homing or long term shelter strategies (identifying any shelters or sanctuaries that may be used) and outreach efforts to the community (to identify potential adopters or identify potential owners of cats before they are rehomed).
- **Returning:** Describe the strategy to return altered cats that cannot be rehomed.
- **Monitoring and Caretaking:** Describe any plans for ongoing monitoring of the colony, including sterilizing/vaccinating any new cats coming into the area (and any cats that weren't trapped during the first round). Applicants should describe the aftercare of the colony (Will there be a caretaker? Will records be kept? How will feeding stations be employed and maintained? How will the caretaker deter other problematic wildlife, such as rats and raccoons from feeding at stations and thus increasing their numbers?)
- **Long Term:** The applicant should describe plans for how to complete the work. If the goal of close to 100% will take more than one year or beyond the period of performance of this grant, the applicant should discuss how the out seasons will be accomplished (Subsequent grants? Funds from other organizations or sources?) and how long they estimate it would take to get a specific colony to as close to 100% altered as possible.

Applicants may find helpful information at the Petsmart Charities website:

(<http://www.petsmartcharities.org/pro/community-tnr-tactics-and-tools>).

C-7: DETAILED WORK PLAN

THE DETAILED WORK PLAN section should list activities and/or tasks and the sequence that will be performed to accomplish the objectives of the project. Clearly state who will be conducting the work described, including appropriate timelines for the project and expected date(s) of completion. Use of bulleted statements where possible should save text and provide clarity.

Here is how one may organize “Detailed Work Plan” section:

Outreach Activities and Schedule:

- Using bullets list General Dates (Examples: May 1st, or every weekend, each month), each event or action (posting, articles, announcements, community events) and list who will perform this (example: Outreach Coordinator and Volunteers)

TNR Activities and Schedule

- Using bullets list General Date (Examples: May 1st, or every weekend, each month, etc), each event or action (setting traps, collecting cats and transporting, providing surgeries, evaluations and returning, etc. and list who will perform this (example: volunteers, XXX, Project Coordinator, Dr. JXXXX DVM, etc)

C-8: OUTREACH PLAN

THE OUTREACH PLAN section should state how the applicant plans to gain landowner support, public support and also inform the community about their specific project (and how the community will benefit from it) and inform about feral cats in general.

It is highly recommended that applicants keep the following in mind when developing their plan:

- Face-to-face outreach and follow up is critical.
- Radio ads, Facebook, etc. (mass media advertising) generally are not enough as the sole outreach plan.
- Research proves that effective spay/neuter outreach requires a personal touch – i.e. boots on the ground, ongoing presence in the community, door knocking, distributing flyers to educate the community to the benefits of the project and how the community can help and not hinder the process.

This may include steps to distribute information on the need and benefits (both immediate and eventual) for spay/neuter of unowned cats, communicate with individuals who have expressed interest in helping, and providing information on humane deterrents to homeowners seeking to keep cats off their property.

Applicants may find helpful information at the Petsmart Charities website: (<http://www.petsmartcharities.org/pro/community-tnr-tactics-and-tools>).

In addition to being an information source for Pet-related projects, The Pets for Life Community Outreach Toolkit (*Pets for Life Toolkit*) can provide valuable information when developing an outreach plan for engaging with the public with respects to unowned cats.

C-9: PROJECT SUPPORT

THE PROJECT SUPPORT section should document how the applicant has made an effort to gain support for their project.

REQUIRED: Applicants must provide written permission from land owners (or their authorized representatives) or legal tenants where traps will be placed and project personnel must enter or work, as proof to MDA that the proposed project is viable. A Permission Form is provided on the Spay and Neuter Grants Program webpage (*MDA Spay and Neuter Grants Program Webpage*) and must be included with the application at the time of submission.

RECOMMENDED: In addition to coordinating with local animal control and shelter staff to ensure that the target area is a source of intake (and detailed in the Expected Outcomes section), applicants are also encouraged to provide endorsements from animal control or other organization that can confirm the value of their proposed project.

Examples of ways to demonstrate support may include providing the following with the application:

- Letter from animal control agency servicing the project area
- Letter from local health department
- Support from county/city council – especially if the city or town that allows TNR work is in a County that does not support TNR
- Letters from other organizations
- Documentation of a history of success with other TNR projects, etc.

C-10: KEY PERSONNEL

KEY PERSONNEL section should briefly identify the project personnel and their role. This section need not contain lengthy biographical information.

Here is excerpt from a concise, well-presented “Key Personnel” section from a previous application:

Xxx Xxx (President) with seven years' experience in trap/spay/neuter/vaccinate/return work is the main planner, transporter and trapper.

Xxx Xxx (Secretary) with four years' experience assists Jack on transports and keeps organization records.

Xxx Xxx (Treasurer) with 15 years' experience does the accounting for the organization, including grant expenditures.

Xxx Xxx (Vice President) with 12 years' experience assists with trapping and transport as needed.

Xxx Xxx is the main adoption coordinator.

D: PROJECT BUDGET LINE ITEMS

The Budget Line Items section specifies how the grant dollars are to be used and consist of an itemized list of expected expenditures. It is important to be as clear as possible. Lumping items under a vague description (such as “outreach materials”, or “medical supplies”, or “additional personnel” or “more traps” etc.) is not acceptable, and vague budget items will not be considered, nor will the Advisory Board seek clarification during the review process. **It is up to the submitter to provide a level of detail in the application that leaves no question what the budget item is for.**

For equipment identify each piece of equipment and include quote from supplier. For supplies/materials identify each item type.

For more details on Budgets, please see pages 4-8 under the General Guidance section above.

E: COST SHARING & IN-KIND CONTRIBUTIONS

COST SHARING & IN-KIND CONTRIBUTIONS section lists any support that will aid in the project donated by the applying organization or others. This can be real dollars or contributions of time, materials, services, or personnel.

Although not required, efforts to share expense and thereby making grant dollars go even further are appreciated and they are very good to note and quantify as best as possible.

Here are a few good examples of some cost sharing from previous applications:

- *Cost of wormer, Feline Leukemia and FIV tests, distemper shots, transportation, food and shelter during recovery-\$12,460*
- *Real dollar contribution to cover ancillary medical care not covered by the grant-\$5,000*
- *In-kind contribution in form of steeply discounted vet. Services-\$21,200*

F: DELIVERABLES

DELIVERABLES are any materials that will be produced for distribution for outreach or training. Deliverables, (this **does not** include quarterly reports and the final report which are mandatory for all grant recipients so should not be listed in this section) may include educational pamphlets, photos/images on CD, How-To documents, etc. Such items are not mandatory.

Here are a few good examples of some deliverables from previous applications:

- *TNR handout will be produced and direct mailed to rural farms and applicable high-impact feral cat communities*
- *Educational pamphlets produced for classroom/group presentations*

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AND PROJECT IDEAS: [Spay and Neuter Grants Program webpage](#)**